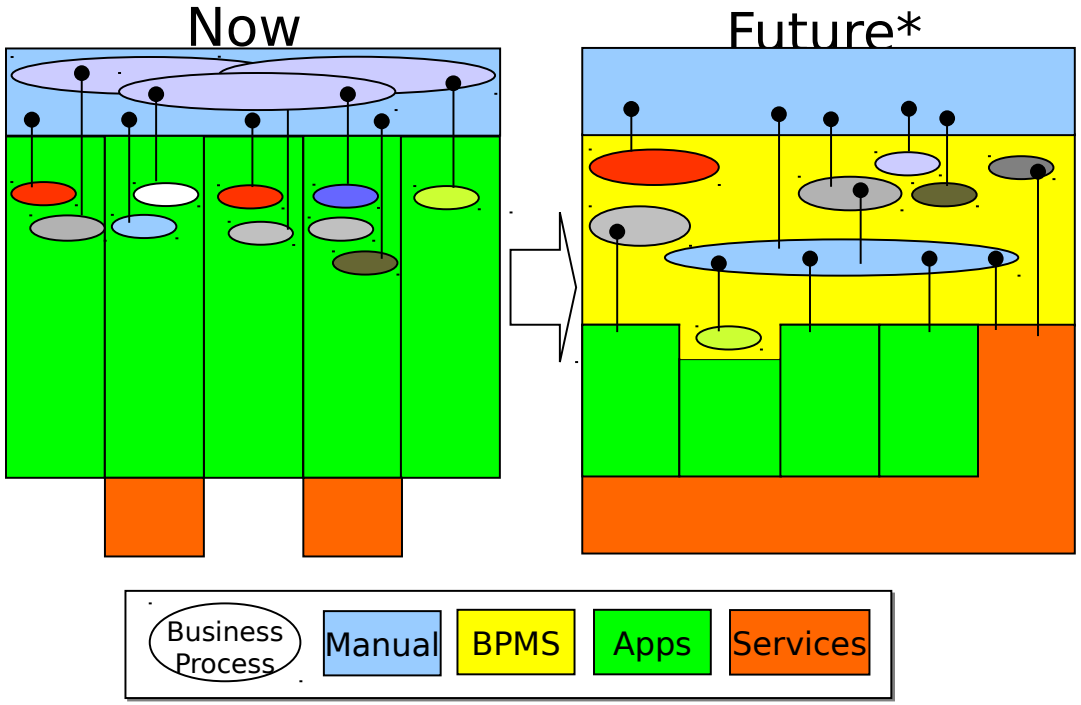
DRAFT

Business Process Management Systems will be the core of tomorrow's IT and business systems architecture



Advantages

- Business processes drive the construction and execution of applications
- Allows optimal sizing and sharing of service components
- Provides process monitoring capability
- Allows for performance management through process metrics
- Enhances productivity of the business with new ability to create and observe processes
- Enhances productivity of IT development teams
- Opens rich environment for process innovation

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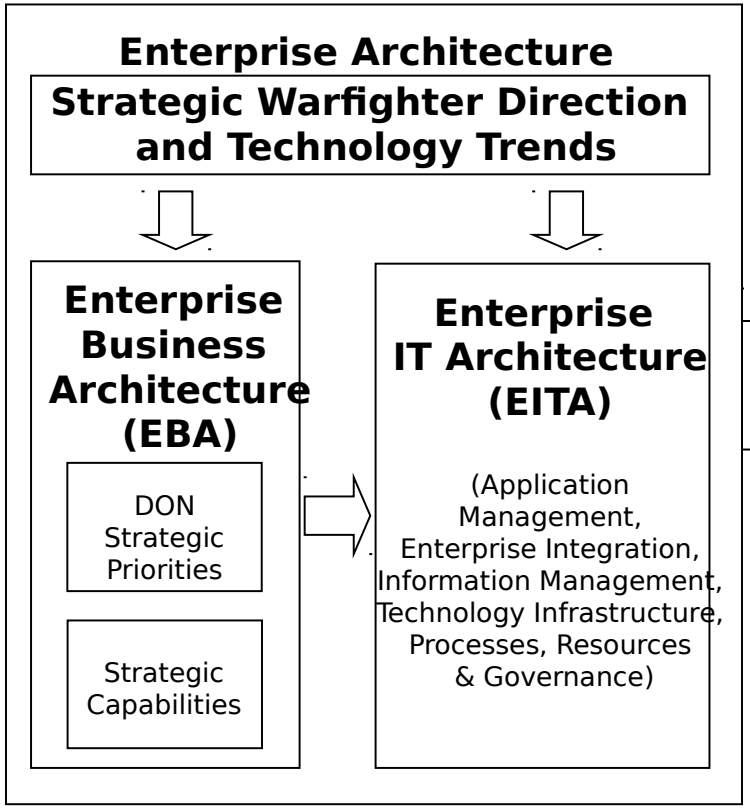
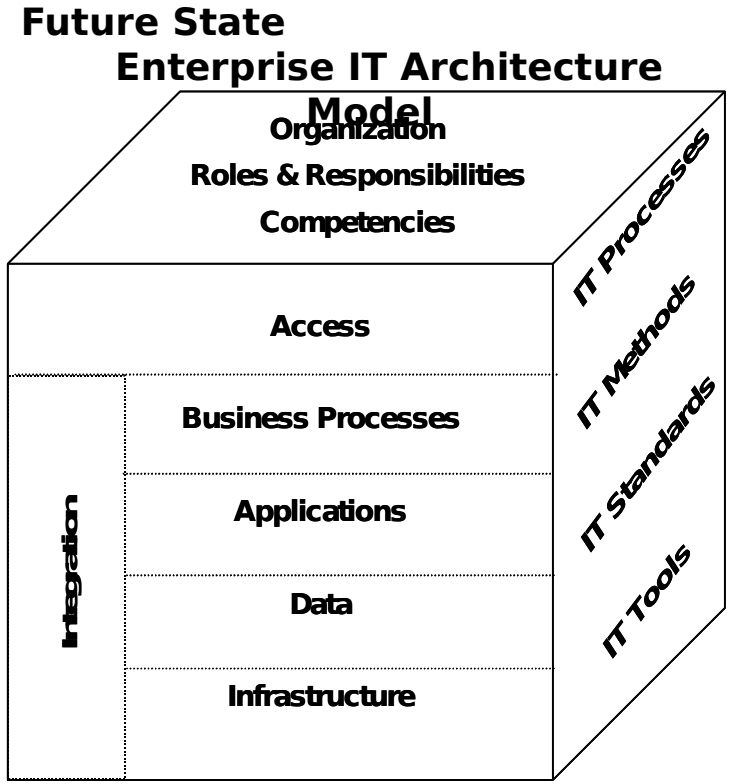
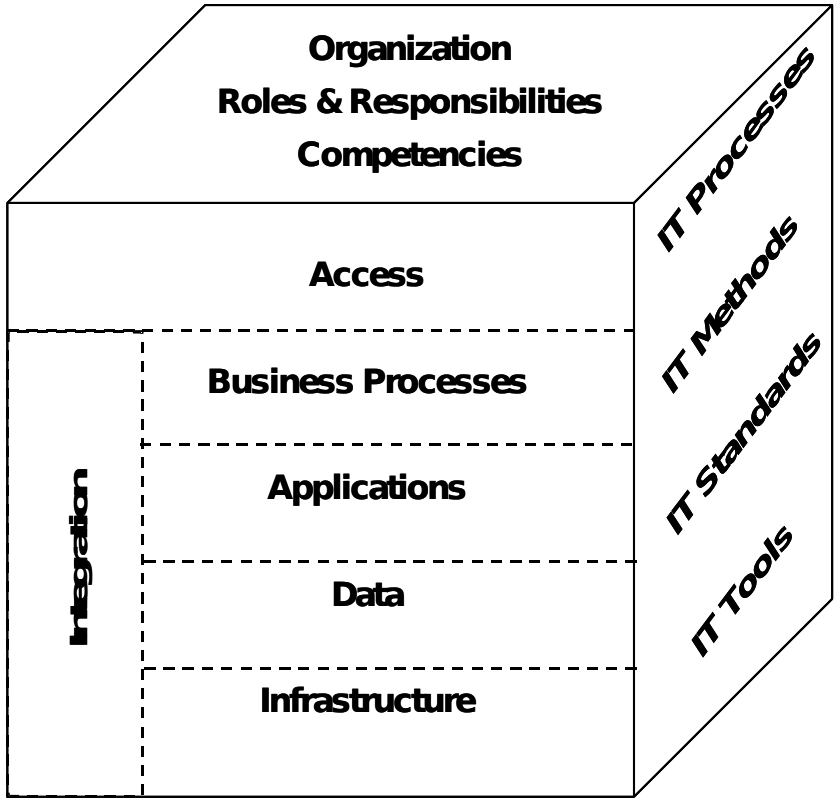
Future State Enterprise IT Architectures model what functions IT will provide, how they will provide them, and who will provide these services


Enterprise Architecture
Strategic Warfighter Direction and Technology Trends
Enterprise Business Architecture (EBA)
DON Strategic Priorities
Strategic Capabilities
Enterprise IT Architecture (EITA)
(Application Management, Enterprise Integration, Information Management, Technology Infrastructure, Processes, Resources & Governance)



- User communities interact with systems through the access layer
- User communities interact with IT staff when discussing strategic solutions, and delivering projects and services
- IT staff use IT processes, methods, standards and tools to deliver the architecture model

Industry Future State Enterprise IT Architectural Model



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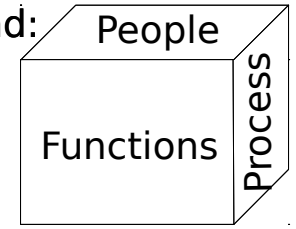
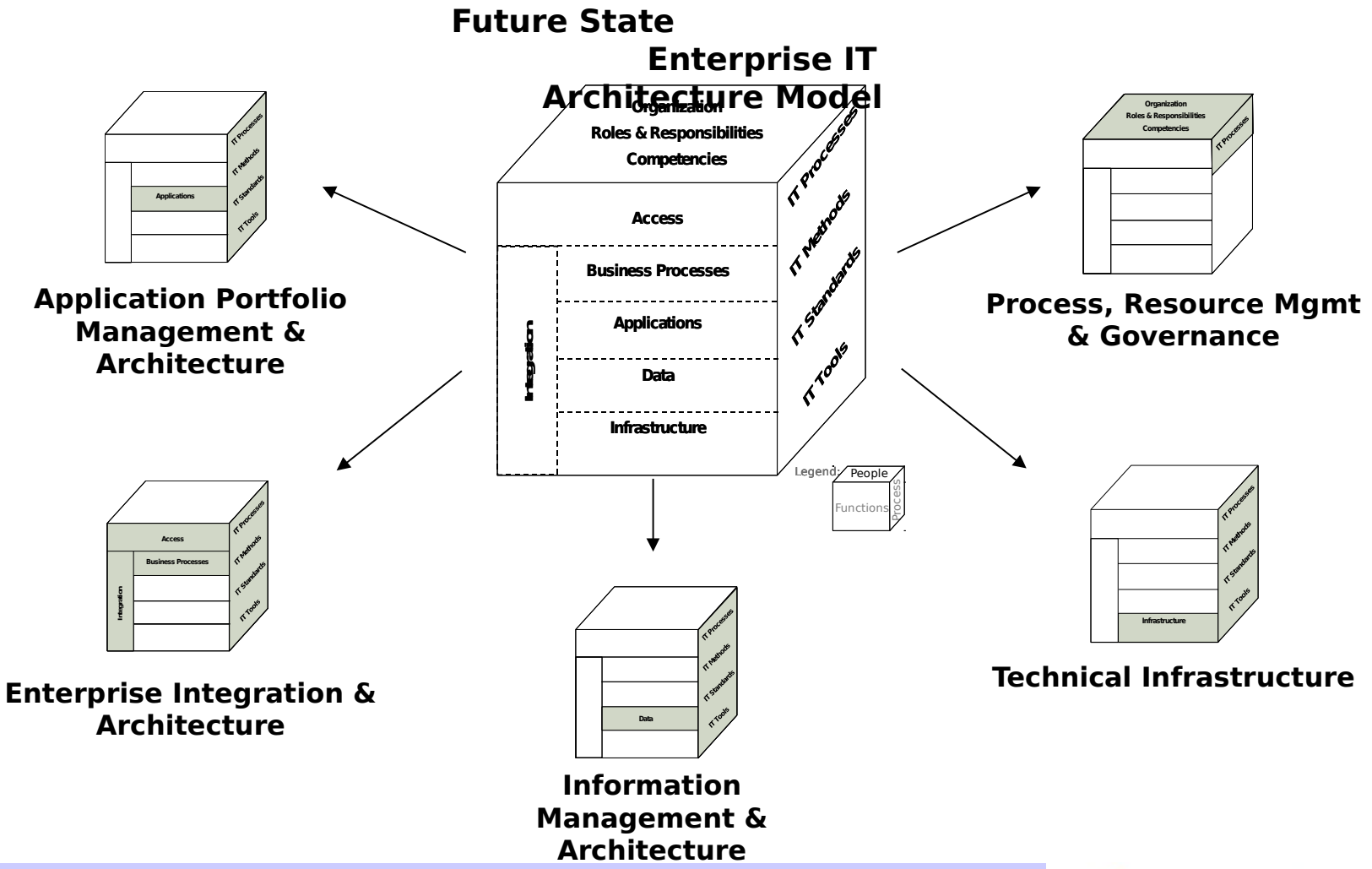


Each track has specific focus areas within the Functions, Process and People Panes of the Conceptual Architecture Model



The Typical Big Five

Application Portfolio Mgmt & Architecture

- Inconsistent processes drive complex and redundant systems
- Reactionary / short term project focused culture drives portfolio proliferation
- Funding model encourages sub-optimization of long-term enterprise value
- Fragmented solution delivery models extend delivery times and increase operating costs
- Legacy architecture inhibits adaptation of new business needs and driving down costs
- Lack of application design/process standards results in added complexity

Efficiency:	Effectiveness:

Technical Infrastructure

- Technical Infrastructure planning and implementation results in tactical, point solutions
- Infrastructure lacks agility and impedes service delivery
- Disparate systems management inhibit operational excellence, best practice, continuous improvement
- Infrastructure resources are not used efficiently resulting in unused capacity & performance bottlenecks

Efficiency:	Effectiveness:

Enterprise Integration

- Project-oriented integration funding drives higher integration costs
- Limited governance with multiple customization / integration approaches inhibits long-term efficiency and leverage
- Lack of defined integration methodology leads to misapplied integration techniques
- Lack of, or improper use of, standards contribute to high integration costs
- Lack of resource prioritization results in inefficient use of scare integration resources

Efficiency:	Effectiveness:

Information Management

- Multiple data stores with redundant data and definitions inhibit decision making based on "one version of the truth"
- Data not treated as an enterprise asset results in lack of ownership and ineffective use of data
- Lack of processes, policies, and data governance drive complexity and cost
- Enterprise level data not leveraged through processes results in increased complexity and cost
- Data trapped in many data stores results in high cost and inability to "unleash the power" of the data

Efficiency:	Effectiveness:

Process, Resource Mgmt & Governance

- "Silo" planning sub-optimizes productivity and cross Enterprise leverage (reuse).
- Competing guiding principles, directives, architectures and strategic imperatives impede the ability to align IT services to effectively and efficiently deliver the capabilities to serve the needs
- "Silo" based scheduling of resources results in poor leverage of IT resources
- Lack of Quality Management and Accountability to non-competing standards results in inconsistent quality and reuse leverage
- Inconsistent and fragmented asset (hardware, software, human-ware) life cycle management results in higher cost
- Lack of single point (council or steering committee) of accountability for technical architecture and infrastructure drives inefficiencies, competing standards and lowers reuse potential
- Inconsistent "technology change management" process drives complexity and cost

Efficiency:	Effectiveness:

Legend

- Effectiveness describes functionality, maintainability, flexibility, scalability, reliability, and quality
- Efficiency describes cost to maintain applications and technical infrastructure (low efficiency reflects high cost and vice versa)

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Application Portfolio Management & Architecture

Future State

- End-to-end, rationalized business processes
- A process is supported by a single application (approx. 30% - 50% reduction)
- Package and application integration driven; 10% custom, 70% package solutions, and 20% hybrid
- One methodology framework used (an instance for each major delivery method), primarily iterative
- Tools are used that automate routine tasks and provide data repositories of IT assets

Initiatives

- Develop Application Portfolio Management Framework
- Deploy Solution Delivery Framework
- Perform Stand-Alone Application Portfolio Rationalization
- Establish Development Metrics and Measure Performance

Enterprise Integration

Future State

- 1 industry standard and package-based messaging platform
- 1 standard ETL tool for data transformation
- Integration technique will be appropriate to the need
- Reduced project spend on integration (~5%)
- Flexible, loosely coupled systems
- Standardized portal integration tools and services
- Centrally managed portal platform with federation support
- 100% business process documentation
- Business processes defined by FAMS and supported by application services

Initiatives

- Develop Integration Architecture and Methodology
- Develop Message Delivery Services
- Develop Enterprise Portal Framework
- Introduce Business Process Management (BPM)
- Introduce Business Process Analysis (BPA)

Infrastructure

Future State

- Fully enabled for disaster recovery
- 1 asset management repository
- Single DON internal converged network
- Flat rate bandwidth on internal network
- Cataloged, managed user workstation images

Initiatives

- Establish Dual Data Centers (non-mainframe)
- Converge Voice & Data Networks
- Standardize Clients & Workstations
- Create Integrated Operations Environment

Process, Resource Management and IT Governance

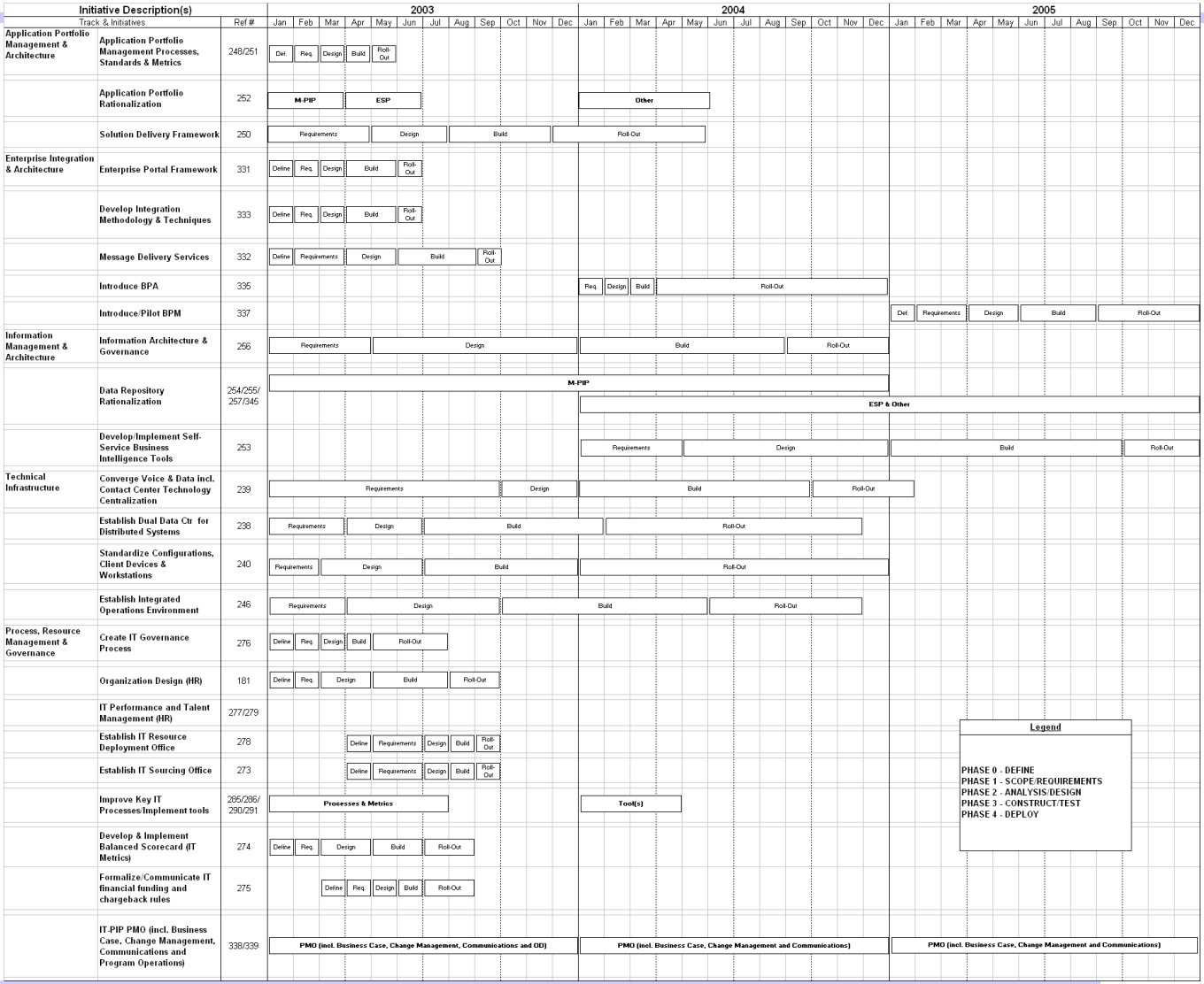
Future State

- Key Governance processes are optimized, integrated and appropriately put in place
- IT Strategy is defined and aligned with DON Strategy, Directives and Priorities
- People have a high degree of accountability and authority
- Responsibilities are clearly defined at all levels
- Resources are managed effectively and cross-functional coordination is seamless
- Meaningful performance metrics are in place that are easy to understand and actionable in key areas (keep it simple)

Initiatives

- Create Balanced Scorecard
- Create an IT Governance Process
- Formalize IT Funding Model & Process
- Rationalize Process-Level Metrics
- Pursue Process Improvement Opportunities
- Implement Management Tool for IT End-to-End Process
- Establish Safeguards with “check and balance” Processes
- Develop IT Competency Strategy (HR)
- Implement Performance Based Mgmt (HR)
- Implement IT Talent Mentorship Program (HR)

Title



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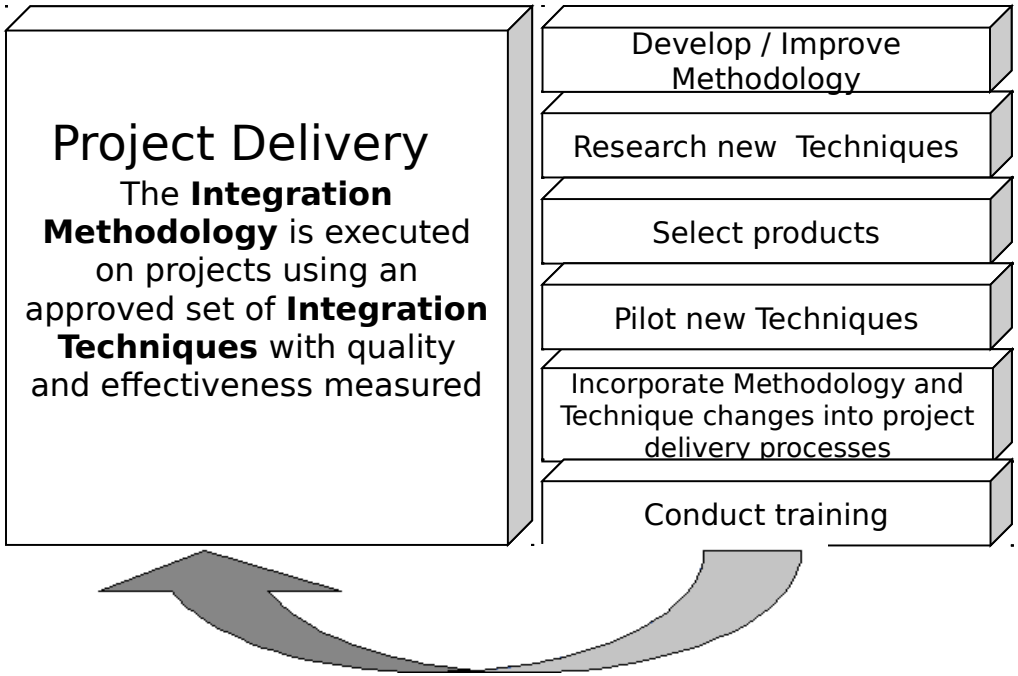
Governance of the Integration Methodology and Integration Techniques helps ensure the correct technique is efficiently used and maximizes opportunities for reuse


Project Delivery
The **Integration Methodology** is executed on projects using an approved set of **Integration Techniques** with quality and effectiveness measured
Develop / Improve Methodology
Research new Techniques
Select products
Pilot new Techniques
Incorporate Methodology and Technique changes into project delivery processes
Conduct training

Advantages

- Will provide guidelines on when to use which integration techniques, not just how to use them, as current developer services provide
- Development and implementation templates will be provided to increase programmer productivity and to ensure operational consistency and stability
- Reduced reliance on contractors in the Solution Center as best practices will be documented
- Reduced number of variations of similar integration techniques
- Reduced number of custom integration techniques
- Increased opportunities for reuse

A Balanced Scorecard will enable IT managers to focus efforts on the most important performance-related goals, while providing the ability to quantify IT contributions to business

Strategic Solutions

- *Key metric:* Percentage of Associates assigned to strategic projects
- Ensure that the IT portfolio is in line with Business,/Corporate strategy and priorities. Ensure that IT resources are spending time on those activities that provide the largest return
- Other secondary metrics: Percentage of IT Participation in Business Partner Strategic Planning, IT alignment with Business Partner from Business Partner perspective

Delivery Excellence

- *Key metric:* Percentage of projects delivered with quality and within defined scope
- Ensure that business expectations are met the first time. Scope meets documented requirements as specified and agreed upon. Ensure that operational stability is preserved as new initiatives are implemented
- Other secondary metric: Project impact on core business processes ROI

Continuous Productivity

- *Measurement of IT Strategy Progress:* Time, cost and benefits
- Ensure that all IT initiatives are on time, within cost and achieving benefits projected. Ensures that barriers to IT PIP progress are removed
- Other secondary metric: Associate utilization

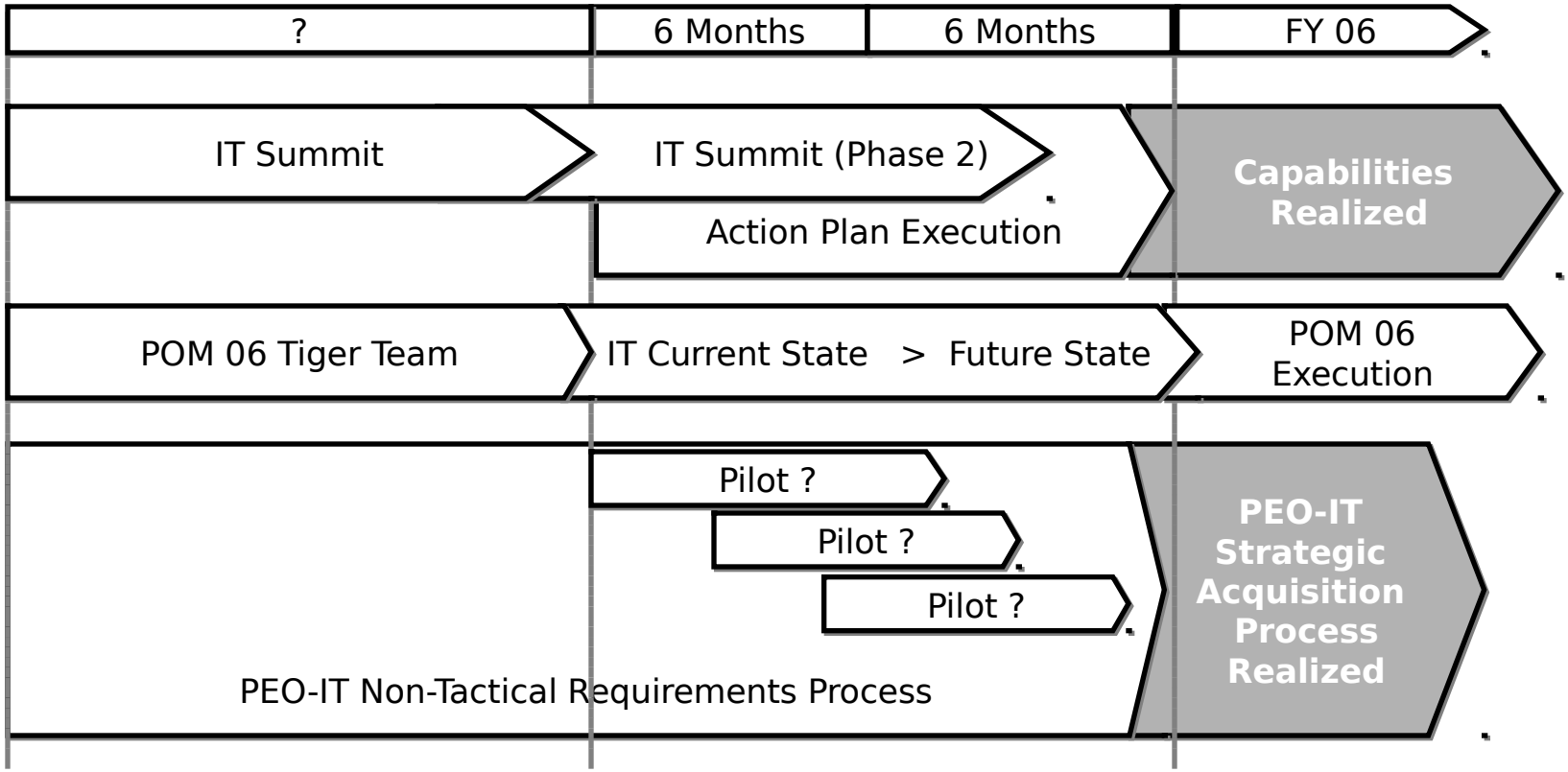
Operational Excellence

- *Key metric:* Reliability/availability of core systems
- Ensure that Operations and the Change Management processes are done in the most efficient and effective manner
- Other secondary metric: Business Service-Level Agreement performance metrics

Diverse, High-Performance Team

- *Key metric:* Internal and external perception of IT performance will be measured and charted.
- Develop a group of associates that demonstrates characteristics of focus, discipline, innovation, teamwork and speed

Timeline Coordination



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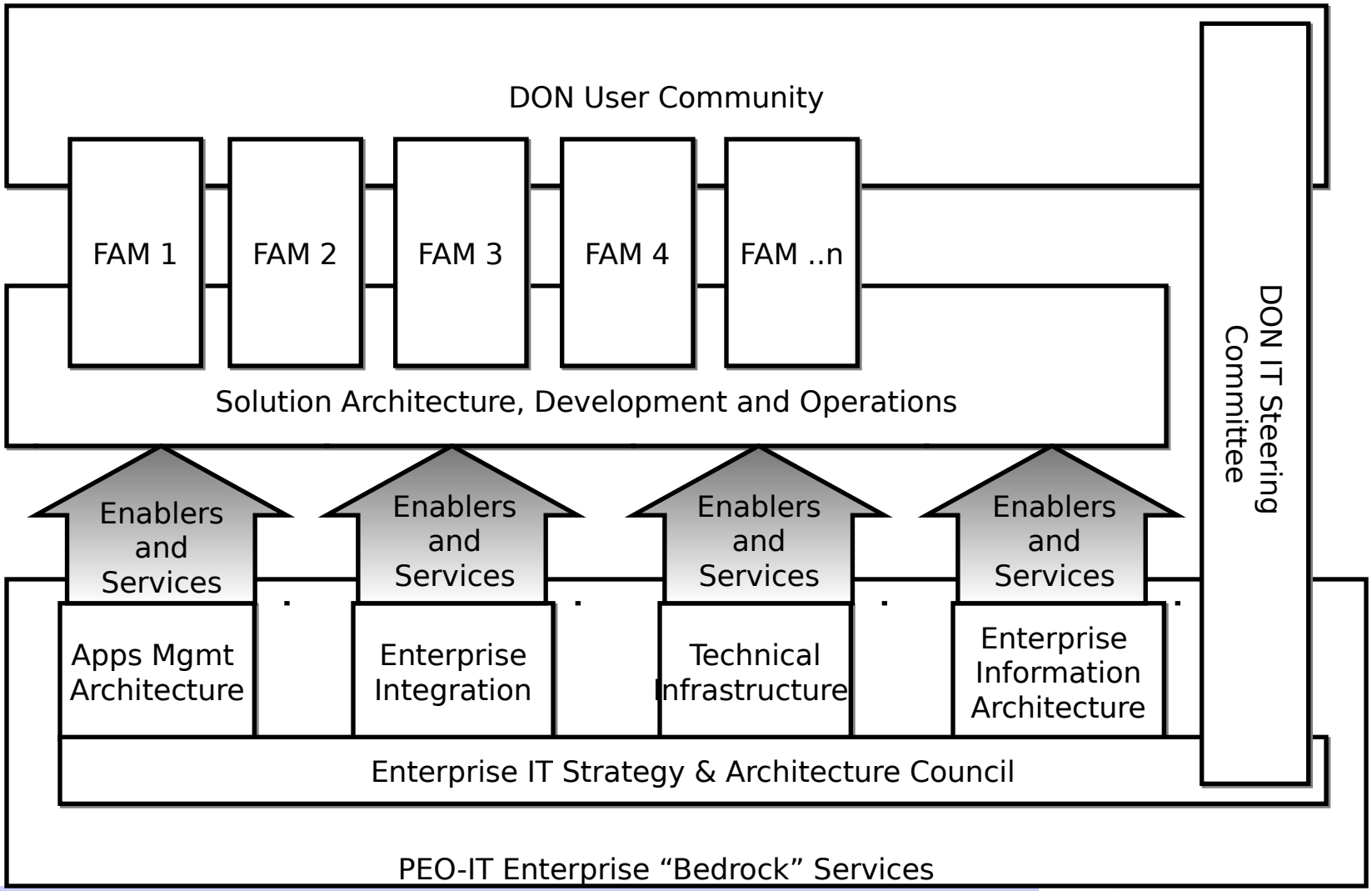

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